

## Decisions of the DG meeting on 16-17 June 2016 in Amsterdam

At the second day of the 66<sup>th</sup> DG meeting of EUPAN in Amsterdam the dg's present approved:

- The minutes of Luxembourg of the 65<sup>th</sup> DG meeting (with small revisions based on remarks of some MS) and the DG-TUNED meeting on 3-4 December 2015;
- The first EUPAN Strategy Paper for the period July 2016 – July 2019, with the remark that some parts on the first two pages could be moved to the to be updated Handbook EUPAN). And with the remark that Italy and one of the French delegates still have some reservations on the choice of topics and therefore already after one year a review will be on the agenda. The slightly revised version of the first Strategy Paper will be put on the EUPAN website.
- The suggestions for further actions in and by EUPAN (see below). The EUPAN 5 Secretariat will make concrete proposals for the follow-up.
- The draft renewed Rolling Programme will be completed by the third Presidency as soon as possible.

Finally, the evaluation of the meeting was done by using the mentimeter App. The scores were very high regarding the set-up of round tables, content and structure of the meeting and the opportunity for interactive discussion. Room for some improvement is noted for the output and the way of decision making.

## Suggestions for further actions in and by EUPAN

### 1. From Roundtable A on Coordination

- EUPAN is recommended to further discuss the question what appears to be an effective mix of formal and informal coordination mechanisms? How do Member States further learn from each other in this field? The idea is that informal coordination mechanisms could be used more by MS as an effective way to work on a common purpose.
- This could be done by identifying, studying and disseminating best practices, such as the ones discussed from Switzerland or Malta.

### 2. From Roundtable B on Training and development of TPM

- UK would like to share their Leadership academy programme on how to develop world class leaders with EUPAN;
- Some MS expressed the wish to share TPM selection interview questions among the MS.

### **3. From Roundtable C on Performance management of TPM**

- Suggestion to exchange forms or questions on performance assessment for TPM.

### **4. From Roundtable D on Cross-border career management**

The roundtable agreed on the following actions:

- Participants see an active role for EUPAN in encouraging and fostering cross-border exchange between Member States.
- Further collaboration with respect to cross-border career management is stimulated
- Existing successful frameworks, agreements and related documents of Nordic Countries and Austria on cross-border exchange will be shared with interested MS.

### **5. From the workshops of the Working Level meeting in April**

- Have a map of available programmes for TPM in Europe
- Have an overview of officials school for PA
- Have an overview of qualified partners for TPM training & development

For more information on the discussion in the round tables, see the Annex below and the one-pagers of each roundtable (published on the EUPAN website).

## Annex

### Outcome of roundtable discussions EUPAN DG meeting 16 June 2016 Amsterdam

#### **Roundtable A – Coordination, responsibility and accountability in central public administration**

The discussion focused on different perspectives on coordination, and which mechanisms are most effective in different situations.

The participants to the roundtable agreed that it is needed to focus on a clear outcome, work on a common goal, and use monitoring mechanisms. Be aware of the citizen's perspective. It can be fruitful to learn from good practices in other countries, such as those in Switzerland and Malta.

A recurrent element in the discussion was the multi-level governance dimension. More layers of government present additional challenges for coordination tasks. Another challenge is management of information. How to process and present information in a way that it is useful.

Lastly, on the different perspectives on coordination mechanisms, it was suggested that the informal ways ought to be further explored and discussed in EUPAN.

#### **Roundtable B – Training and development of TPM**

The group discussed which are the most common skills and competences that today's top managers need:

- being able to understand and work in a complex system with cross-multiple issues;
- to anticipate future challenges;
- communication skills for talking with different stakeholders (politicians, employees, society and media);
- adaptability to changes and high-degree of tolerance;
- to develop own staff to its needs (good leader is whose staff is successful);
- to translate the political message into inspiring ideas for the organisation;
- specific competence for leaders: handling relations with politicians;
- very important for TPM is to exchange and talk with their peers inside their PA and across borders.

It seems to be difficult to encourage innovation and technological projects because TPM fear failure, and in most MS this is unacceptable. But it is seen that improving communication skills towards politicians could help. Also in DK and UK, TPM are trained in risk taking and leading big projects which can help in increasing innovativeness in PA.

Furthermore, although mobility for TPM is generally seen as a good thing because it helps in breaking organisational silos, on the other hand it can lead to less accountability if project or reform fails. There needs to be longer term appointments (5-7 year) so that they can take some responsibility for their actions.

### **Roundtable C – Performance management of TPM**

The difficulties with performance-related pay for TPM are: how to decide whether the TPM did a good job? The complexity of their jobs can differ, so it's like comparing apples with pears. Also, in a political framework, it is hard to measure achievements (political decision making can come in the way of targets). Overall, the main motivation for TPM should be to be good leaders in the public sector, rather than high rewards.

Most countries are trying to reduce the role of politicians in recruitment and assessment of TPM. However, it is not possible to eliminate them. One issue is that some ministers take giving feedback to TPM very seriously, while others don't, or just rate all of them as 'excellent'. In some systems performance assessment system is not culturally absorbed by the government.

Countries seem to be divided in two groups: one assessing TPM on the performance of their organisation, other focusing on TPM's personal and leadership assessment (including organisational goals). 360 degrees feedback seems to work better for middle management than for TPM, because the political framework within which the TPM works, makes 360 degrees feedback less relevant.

### **Roundtable D - Future-oriented HRM: Adopting a Cross-Border Perspective and Breaking Traditional Career Assumptions**

Both cross-border career management as well as breaking traditional career assumptions were stated to be of heightened interest for all MS. Particular interest was shown for cross-border career management as a form of an innovative career path for civil servants of all levels (*i.e.*, not only for specific groups of civil servants such as TPM).

Moreover, notwithstanding the given challenges, there was consensus that cross-border exchange of civil servants can be beneficial for the lending organisation, the receiving organisation and the civil servant (*a Win-Win-Win situation*). Accordingly, MS that have successfully developed frameworks and agreements that facilitate exchange between countries (e.g., the Nordic countries, Austria, EC) were invited to share their frameworks and agreements, and all interested MS showed enthusiasm to explore collaboration with respect to further developing their cross-border career management.

### **Roundtable E – Flexible work place: activity-based working, a culture shift?**

During the discussion, the most important challenges and opportunities related to the flexible work concept were identified.

Among the challenges are:

- The concept might be harder to apply to a workforce with a high average age
- The concept is harder to implement to historical buildings.
- Safety and health: To which extent is the employer responsible for work equipment outside of the office?
- Does it work for every role? (e.g. secretary & DG?)

Opportunities that were identified:

- The topic is relevant, because it says something about how we organise our work. This can help better allocate our resources.
- The concept might only work if you also introduce flexible working hours.
- Most of the participants to the roundtable did not have the problem of a low occupancy rate, but a shortage of office space. The concept of flexible work place might also provide a solution to this problem.

Since the topic is very new for most countries, it seems too early to organise particular follow-up actions in EUPAN in the near future.

### **Roundtable F: Digital (r)evolution: how to manage IT innovation (output) and digital service delivery (outcome)?**

The discussion focused on how digital tools can change the way public service is organised to give citizens what they need.

The participants to the roundtable agreed that member states should look at a balance between opportunities and risks in digitising the public administration. Have a good eye for data protection on the one hand and designing user friendly services on the other hand. Give the employees the right to consultation when their work is changing. Engage the civil servants and the citizens in the change. Consider training for both civil servants and citizens.

### **Roundtable G - Future service delivery: Effective, efficient, equal and demand driven, with stakeholders involvement and public-private collaboration**

During the discussion on the boundaries of public-private collaboration, several important drivers were identified. Collaboration with private companies can be useful to create services that the public sector cannot deliver, but is bound by elements such as the profit-orientation of businesses, legal restrictions (data protection), political risks. Businesses may not always provide the openness and transparency that citizens expect from their government. A case-by-case approach is therefore recommended.

In order to further improve their public services, public administration systems and functioning will be further digitalised. This means private companies are hired, mainly to develop new instruments and for other innovation reasons. Ownership of public service delivery remains with the public administration. If this were to change, which is only foreseeable on the long-term future, the role of the government needs to be re-assessed as well.

The participants of this round table agreed that the digitisation of the public administration remains an important topic for EUPAN to discuss.